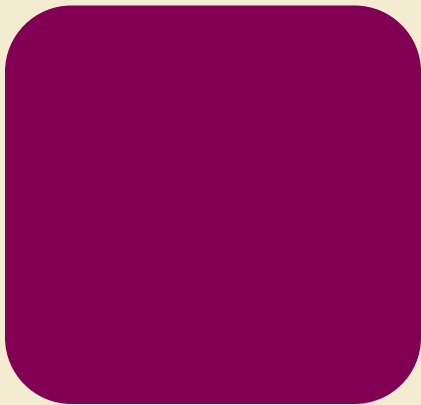
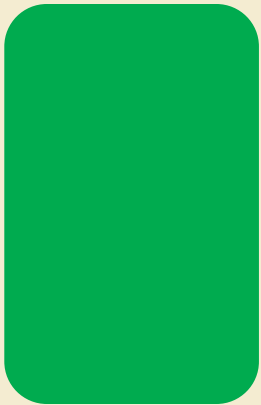




THE NATIONAL CENTER ON
**Program Management
and Fiscal Operations™**

Management Matters

A PMFO Series





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**Program Management
and Fiscal Operations**



Ellen B. Kagen, M.S.W.
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Georgetown University Leadership Academy



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What Is Leadership?



Why Do I Need to Learn About Leadership?

Increasingly complex communities

Unprecedented change and challenges

New and different tasks

Why Do I Need to Learn About Leadership?

**Increasingly complex
communities**

**Unprecedented change
and challenges**

New and different tasks

Require the talents,
creativity, and
leadership
of everyone

Each of you can
lead!

What is Leadership?

**In this presentation,
you will:**

- Consider ways that leadership is different than other work you do
- Identify opportunities to lead, regardless of your position



To Lead, You Must:



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Know
what leadership is

Understand
how leadership is
different from other
work you do

Believe
that you can lead

Develop
your leadership skills,
habits, and behaviors

Leadership

Is

about *action*

defined by what you do



Is not

about *position*

defined by your role

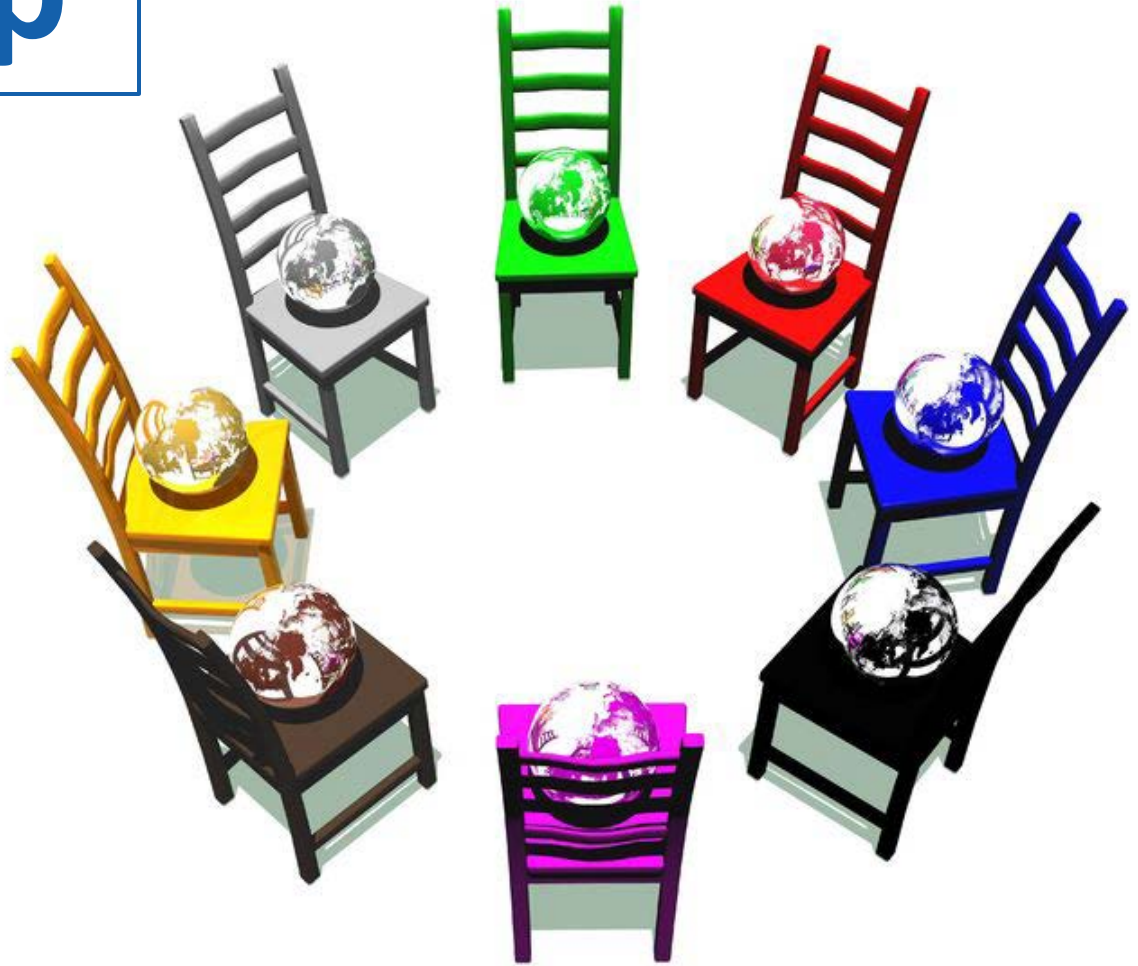


Leadership



Doesn't have to come from above

Leadership



Can come from any chair

Leadership Is:

A Process of

- ... envisioning and initiating
- ... change by mobilizing others to
- ... alter the status quo
- ... in response to an urgent challenge or exciting opportunity

Leadership Is:



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A Process of

- ... envisioning and initiating change by
- ... mobilizing others to
- ... alter the status quo
- ... in response to an urgent challenge or exciting opportunity

A Behavior that

- embraces relationships and
- has **change** as its essential goal

Leadership Is:



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A Process of

- ... envisioning and initiating change by
- ... mobilizing others to
- ... alter the status quo
- ... in response to an urgent challenge or exciting opportunity

A Behavior that

- embraces relationships and
- has change as its essential goal

An Awareness of your choice to

- strengthen relationships
 - bring clarity
 - ask a good question
- OR**
- shut someone down
 - show frustration
 - blame
 - not be engaged

Leadership



Applies to every aspect of your life

Is a personal journey

Is a 24/7 experience and choice to make

Leadership Is Not



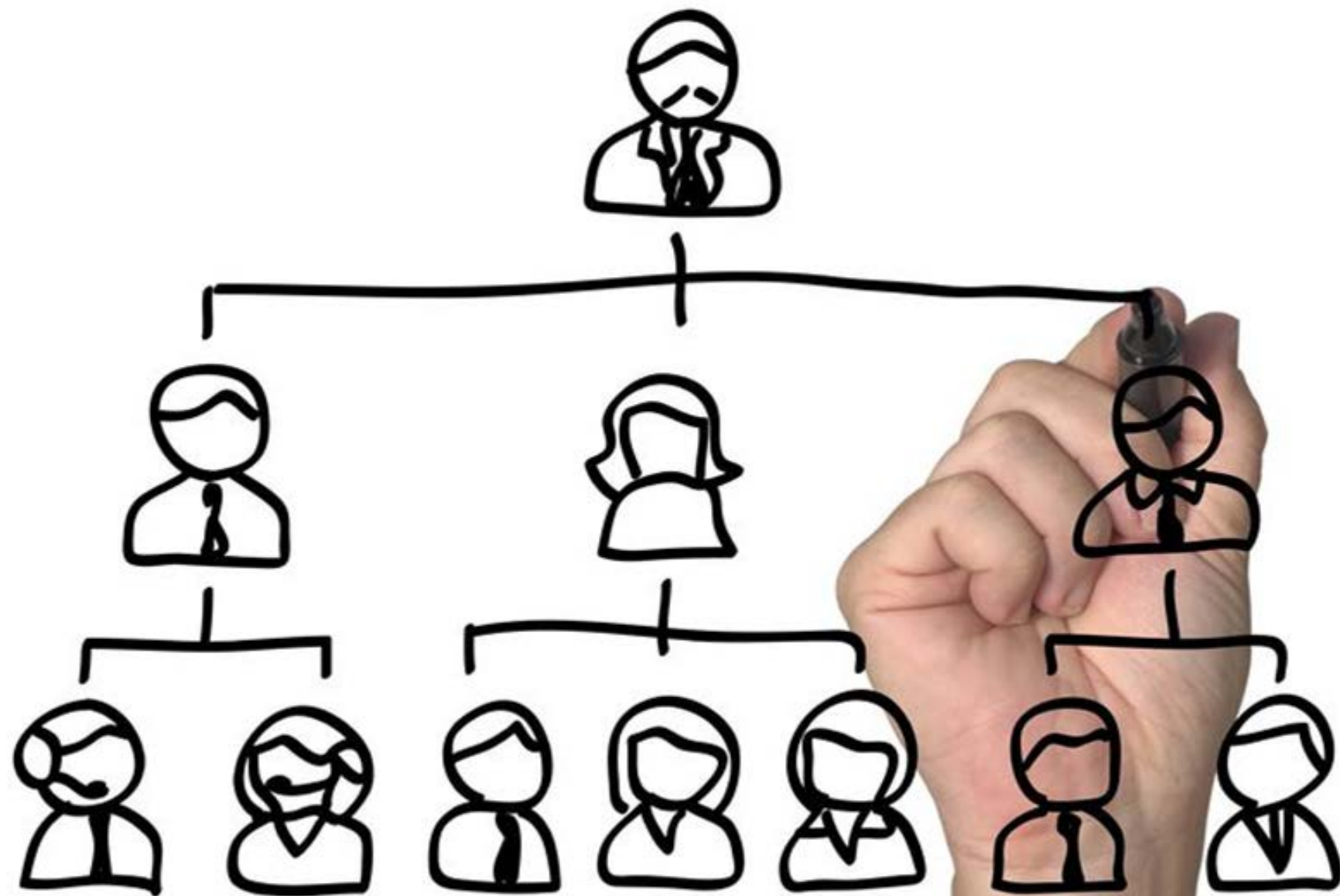
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- ~~Management~~
- ~~Authority~~
- ~~Advocacy~~
- ~~Strategic Planning~~
- ~~Facilitation~~



A black and white photograph of a construction site. In the background, the lower legs and feet of several workers are visible on a dirt or gravel surface. A large, bold, white text overlay is positioned diagonally across the center of the image. The text reads: "More workers and complexity = greater need for management".

**More workers and complexity =
greater need for management**



A blue metallic signpost stands against a bright blue sky with white clouds. Five black arrow-shaped signs with white borders are attached to the post. The sign at the top points right and contains the word 'LEADERSHIP' in red. The other four signs point in different directions and contain the words 'EMPOWERMENT', 'ENCOURAGEMENT', 'VISION', and 'VALUES' in white.

LEADERSHIP

EMPOWERMENT

VALUES

ENCOURAGEMENT

VISION

Leadership is Different from Management



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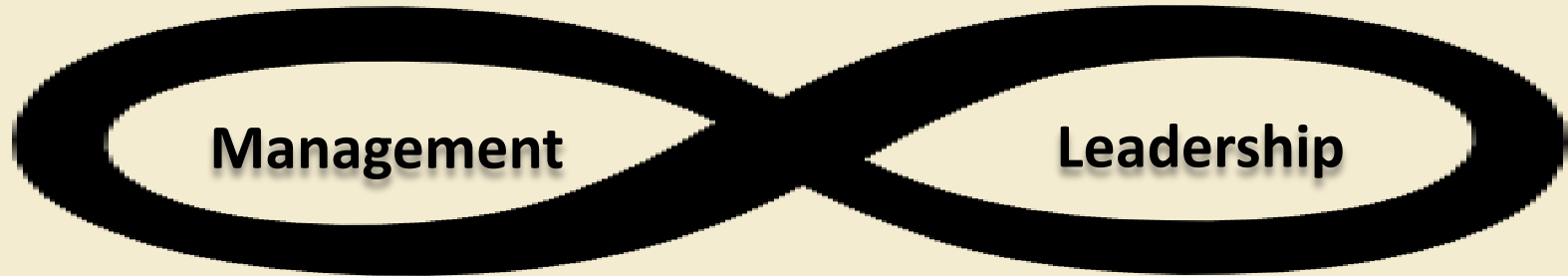
Managers

Maintain the
status quo

Leaders

Change the
status quo

Management and Leadership Create Different Experiences & Feelings



Management

Leadership

Stable

Unstable

Safe

Hard

Consistent

Uncomfortable

Calm

Anxious

Order

Chaos

Status Quo

Resistance

Managing Is...Leading Is...

Managing Is...

- Working within boundaries
- Controlling resources
- Planning to reach goals
- Contracting how and when work will be done
- Emphasizing reason and logic supported by intuition
- Deciding present actions based on the past and precedent
- Waiting for all relevant data before deciding
- Measuring performance against plans

Leading Is...

- Expanding boundaries
- Influencing others
- Creating a vision of a possible future
- Committing to get the work done no matter what
- Emphasizing intuition and feelings supported by reason
- Deciding present actions based on the envisioned future
- Pursuing enough data to decide now
- Assessing accomplishment against vision

In Your Role, Where Do You Spend Most of Your Time?

**Acting as a
Manager?**

Maintaining the
status quo

**Acting as a
Leader?**

Changing the
status quo

VISION IN LEADERSHIP

Fusion Leadership

Leader in Management Role

- Manage to the future
- Analyze hard data
- Pursue goals and objectives
- Direct people
- Focus on measures, money
- Consider dreams to be slightly fuzzy, perhaps unrealistic
- Stick with the logical, doable
- Scorn vision but know we need a vision statement
- Live by tomorrow's deadlines

Leader in Leadership Role

- Create the future
- Facilitate hopes and dreams
- Pursue higher purpose that touches the heart
- Inspire people
- Focus on values, yearnings
- Consider dreams concrete, reliable
- Think big, do the impossible
- Cherish vision as motivating, energizing
- Live by hope and personal experience

Leadership is Different from Authority

**Formal
leader**

Formal
authority

**Informal
leader**

No
formal
authority



Leadership is Different from Advocacy

Advocacy

Provides focus and attention

Tells

Argues

Persuades

Leadership

Provides focus and attention

Brings people together

Mobilizes resources

Asks and reflects

Leadership is Different from Facilitation

Facilitators

Stand outside the
work and the
culture

Leaders

Are an integral
part of the work
and culture

“Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels...”

Ronald Heifetz and Donald Laurie,
2001



Heifetz, R., & Laurie, D. (2001, December 1). The Work of Leadership.

Developed by Ellen B. Kagen, M.S.W. Georgetown University

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